

## IDENTIFYING OCCUPATIONAL AFFINITY GROUPS IN THE AGENCY

1. Any consideration of establishing a new system (even a modest version) to identify groups of employees with common occupational or functional specialties along the lines of a modified MOS system must include the recognition that such a system must be fully computerized to be practicable and responsive to management use of such a system. OJCS resources are currently stretched beyond their capacity to be fully responsive to many of the basic requirements of the Agency today. It is worthwhile, therefore, to review the existing systems that relate to the identification of employee and position occupational groupings and specialties.

2. The Agency has two separate systems developed and operated jointly by the Office of Personnel and OJCS which are designed to identify among other information, occupational specialties as regards Agency positions and employees. These systems are the Occupational Coding System (positions and employees) and the Qualifications Record System (employees and applicants) which are implemented within the Plans and Control element of the Office of Personnel.

3. Brief descriptions of these two systems are as follows:

a. Outline of the Occupational Coding System.

The Occupational Coding System used within the Agency is a modified version of the basic system utilized in all Federal agencies whereby all positions and employees are assigned an occupational code series which indicates the basic occupational group of the position and employee as well as the specific occupational specialization within the basic group. There are over 1,000 individual occupational specialization position codes arranged under 20 basic occupational groups.

One example for illustration as to how these codings are applied would be the identification of occupational specializations within the Computer Specialist Series. The basic occupational group would be the "General Administrative, Clerical and Office Services Group" coded in the GS-0300.00 through GS-0399.99 series. Within this basic group positions in the Computer Specialist Series are assigned the codes GS-0334.00 through GS-0334.99. Three selected positions in the Computer Specialist Series are:

	<u>Position Title</u>	<u>Code</u>
(1)	Computer Systems Analyst	GS-0334.01
(2)	Computer Programmer	GS-0334.02
(3)	Systems Programmer	GS-0334.06

The Computer Systems Analyst is concerned with the design of data systems for computer processing. The Computer Programmer is concerned with translation of the data systems requirements into instructions and logic to enable the computer to process the information. The Systems Programmer is concerned with the modifications and refinement of software provided by the computer manufacturer in order to meet program requirements. While each of these positions is closely related in terms of the basic occupational field, i. e., Computer Specialist, the specialized training and skill requirements of each position are sufficiently different to preclude their interchangeability.

Within other Federal agencies the qualifications requirements ascribed to each such position are rigidly honored in terms of approval of employees to encumber the position. In those circumstances, therefore, an employee assigned the occupational codes of a specific position can be assumed to possess the full credentials for and is performing the functions of the category indicated.

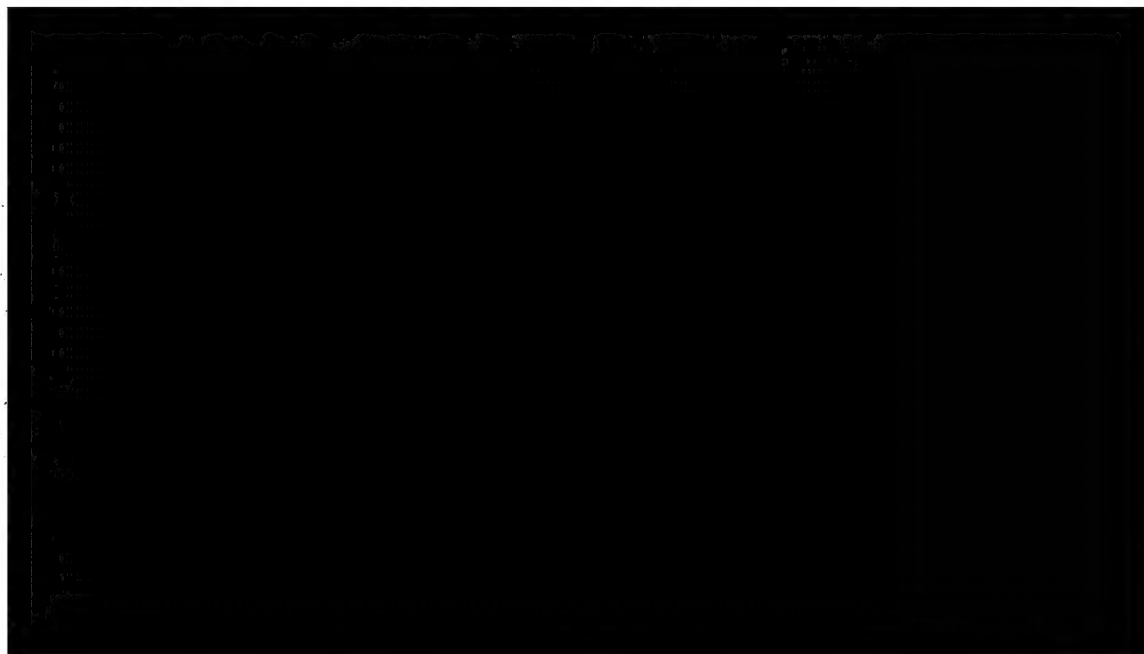
Under our Agency's policies and practices, however, while the positions on our Tables of Organization are established in accord with

occupational standards prescribed for each position, operating component officials make the decisions as regards employee assignments without reference to rigid qualification standards. As a result, employees frequently assume the occupational title of their position of assignment whether or not they possess the full credentials prescribed for the position or whether they in fact are performing the duties inherent in the position title.

Computer runs can be made on the number of positions and employees associated with specific occupational specialties but the actual qualifications and skills of the individuals so identified are subject to question.

b. Outline of the Qualifications Record System.

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As regards the capacity of the Qualifications Record System to identify occupational information on an individual or group of Agency employees, the present system is quite elaborate and detailed in terms of a coding structure related to all major fields of occupational activity and within these fields the refined identification of specialization within the occupational group, the capacity served

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